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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
ASSISTANT SECRETARIES OF DEFENSE  
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION

SUBJECT: Actions from the Senior Readiness Oversight Council of December 10, 2003

As a result of the discussions at our recent Senior Readiness Oversight Council meeting, I am directing the following actions be undertaken immediately:

- The Army, in coordination with the USD (P&R) and the Joint Chiefs of Staff, will provide a capabilities-based readiness assessment of major combat units returning from OIF/OEF. The assessment should consider those units forecast to return in the next nine months, and highlight the actions being undertaken to ensure these units are ready for all assigned missions. This effort should be completed by January 30, 2004.
- The USD (P&R), in coordination with the Army, shall accelerate the implementation of the Defense Readiness Reporting System (DRRS) tools over the next six months. This effort shall start with major Army combat units and be in parallel with current GSORTS reporting.
- The Joint Staff, in coordination with USD (P&R), will structure the implementation of enterprise-wide unit identifiers. This initiative shall be consistent with Net-Centric Data Strategy, preclude redundancy with other identifier efforts, and synchronize roadmaps for ongoing force management initiatives. USD (P&R) will draft a DoD Directive that formalizes implementation of organizational force structure identifiers across the Department.

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